



**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board – Seventy-Sixth Session**  
Rome, 4-5 September 2002

**STRATEGIC PRIORITIES AND PROGRAMME OF WORK OF IFAD FOR 2003**





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## I. INTRODUCTION

1. This document, entitled “Strategic Priorities and Programme of Work of IFAD for 2003”, replaces the budget preview document sent to the September Executive Board in previous years. Its purpose is to provide the Executive Board with an opportunity to give feedback to Management on IFAD’s priorities for 2003, as identified in this document, with particular emphasis on structure, content and process.

2. The implementation of the *Strategic Framework for IFAD 2002-2006* (SF 2002-2006) is driving the strategic planning and resource-allocation process in IFAD. A more transparent and all-inclusive process is envisaged, particularly working in a zero-growth environment, and this document is one step in achieving this. The new process emphasizes the allocation of resources, based on the Fund’s mission and strategic objectives. The process is divided into two distinct phases: (i) the analysis and planning phase (January to July); and (ii) the budgeting phase (September to Governing Council approval). The process focuses on planning and evaluation, accountability and comprehensive resource management. The next step of the process will concern actual resource allocation across the various planning units and will conclude with the budget document to be presented to the Executive Board in December 2002.

3. This document also highlights the changes and items that Management expects will affect the programme of work and administrative budget for 2003. It consists of seven sections. Section II starts with a brief description of the implementation of SF 2002-2006 and its relationship to the annual planning process. Section III highlights the strategic priorities of the Fund for 2003. This section contains information about IFAD’s various operational activities. Sections IV and V are dedicated to the outline of the corporate programme of work and its resource implications. These sections provide some indicative figures for the budgeting phase, starting in September. Section VI deals with some organizational aspects of the new process. Section VII concludes the paper with a few remarks on the process so far and the next steps.

## II. IMPLEMENTING THE STRATEGIC FRAMEWORK

4. The Millennium Development Goals (MDGs) constitute a common framework for the development community. The MDGs are an agreed set of goals and targets for poverty reduction reflecting a global consensus that development will lead to poverty reduction. While the importance of poverty reduction has now been overwhelmingly acknowledged, inadequate attention is being given to rural poverty reduction. IFAD’s strategic framework is conceived as part of the broad global commitment to achieving the MDGs. In this regard, IFAD will continue to work towards achieving its mission – “enabling the rural poor to overcome their poverty”, as perceived by the poor themselves – by fostering social development, gender equity, income-generation, improved nutritional status, environmental sustainability and good governance. IFAD’s strategic planning and resource allocation process is centred around this mission and has three strategic objectives, which constitute the SF 2002-2006:

- strengthening the capacity of the rural poor and their organizations;
- improving equitable access to productive natural resources and technology; and
- increasing access to financial services and markets.

5. In relation to these objectives, the SF 2002-2006 emphasizes the need to build on IFAD’s catalytic role through the impact of its field operations on rural poverty and their link to the policy level. To maximize the impact on rural poverty, the Fund needs to enhance its advocacy role within the international community by promoting, in partnership with others, a more supportive regional and



global environment. The Executive Board endorsed the SF 2002-2006 in December 2001 and the Governing Council did so in February 2002.

6. All planning units within the organization have provided unit work programmes with an explicit indication of the contribution of their programmes and activities to the implementation of the SF 2002-2006. For planning purposes and to provide Management with options and information about trade-offs, units have been requested to prepare two budget scenarios: one budget 10% below and another 10% above last year's unit allocation.

7. The priorities presented are consolidated on the basis of the above scenarios, but with the understanding that the 10%-below and 10%-above scenarios will allow Management more flexibility to align strategic priorities in a situation of institutional zero real growth. Consequently, not all the proposed activities in this document are feasible at the same time. In this context, Management will decide on the actual allocation in the next phase starting in September. Thus, for example, 2-3% more resources for an activity in one planning unit means that the Fund has to cut the allocation for another activity within that planning unit or in any other planning unit.

8. The detailed unit plans allow the Fund's Management to monitor and evaluate implementation on the basis of adopted performance indicators. The unit's objectives, activities and indicators together provide a system for translating abstract objectives into tangible activities, which is needed to guide strategy implementation in a proactive way. Indicators organized in a formal reporting structure according to strategic themes and priorities facilitate decision-making processes at the corporate level and help to focus the Fund on a few priority areas. However, identifying valid indicators of impact and measuring performance in development in general, in addition to developing the appropriate information technology (IT) support, remain a challenge. As a first step in developing a comprehensive system, the planning units have been asked to identify which broad category a proposed activity is supposed to support. The broad categories include impact achievement; innovation; policy; partnerships; human resources development; efficient planning and use of resources; learning; teamwork; and communication. A task force under the guidance of the Vice-President is being established to develop a corporate monitoring and evaluation (M&E) platform to ensure that strategy implementation is monitored on a corporate level.

9. The three objectives of SF 2002-2006 are long-term objectives, and IFAD is well aware that its mission and these objectives pose a major challenge. However, the Fund is confident in its own preparation and ability to reach a high degree of achievement in the period 2002-2006. The mission and strategic objectives provide the Fund with guidance and values for working together across departments and with external partners to achieve objectives and to foster synergies across units to enrich the Fund's knowledge base, which is ultimately the recipe for better impact on rural poverty.

10. IFAD faces challenges as defined in its strategic framework and regional strategies. The Fund as an institution will need to make itself more relevant among development institutions in order to attract more resources in support of a larger work programme in the future. Impact and IFAD's catalytic role, policy and advocacy are central to these objectives.

11. The following areas have been identified as priorities for IFAD in 2003 for implementing the SF 2002-2006:



12. **Impact.** Ensuring the efficient and cost-effective implementation of the ‘right’ programmes is of course the cornerstone for impact achievement, and many efforts are ongoing to address this challenge within the constraints of IFAD’s field presence. The Fund’s instruments for this are implementation support, supervision and training. In the last two years the Office of Evaluation and Studies (OE) has developed a new impact methodology with six impact domains. This new methodology will be used consistently throughout all evaluations and will provide learning to the organization through the annual report on IFAD’s impact and development effectiveness, to be produced for the first time in 2003. This report, together with the establishment of impact-oriented M&E systems at project level, will provide the Fund with a feedback loop on impact. It will facilitate a process to develop measurable indicators to demonstrate results and the sustainability of the Fund’s interventions.

13. Innovation is key to enhancing IFAD’s catalytic role and impact – innovation for projects, but also for policy dialogue and advocacy. The recommendations of the OE study “Evaluation of IFAD’s Capacity as a Promoter of Replicable Innovation” (Executive Summary in document EC 2002/30/W.P.3) are providing guidance to the Fund, enabling it to approach innovation systematically. Innovation implies exploring new grounds, with implications for time and resource usage and with the risk of failures. Innovation in a crowded world means strategic partnership-building, searching for and identifying potential, and taking quick action to exploit this potential.

14. **Policy dialogue and harnessing partnership.** Policy dialogue and advocacy are not new areas for IFAD. However, the Fund needs to do more in a coherent, structured and consistent manner. IFAD also needs to build on its strength and anchor policy dialogue and advocacy in its operational activities. Policy and advocacy for rural development need to be carried out at the local, national, regional and global level to achieve optimal results. This requires an increased coordination and enhanced communication within the organization, and strategic partnerships with external stakeholders.

### **Progress Made**

15. The SF 2002-2006 builds on IFAD’s previous work: (i) “Meeting Challenges in a Changing World: IFAD’s Strategic Framework for 1998-2000”; (ii) the “Plan of Action 2000-2002: Report of the Consultation to Review the Adequacy of the Resources Available to IFAD; and (iii) the *Rural Poverty Report 2001*. IFAD has thus been working on the issues raised in the SF 2002-2006 in the past and has reported progress in various areas to the Executive Board.

16. An overview of IFAD’s progress in the period 2000-2001 in the areas of policy and participation, performance and impact, innovation and knowledge management, and partnership-building, is provided in the “Progress Report on the IFAD V: Plan of Action (2000-2002)” (document EB 2001/74/R.27).

17. Essential for implementing IFAD’s SF 2002-2006 are the Fund’s field operations. The validation process of the regional strategies has been a major step towards the implementation of the strategic objectives; and roundtable meetings during the Governing Council and a series of regional workshops/seminars in Cameroon, Kenya, Lebanon, Romania, Senegal and the United Republic of Tanzania complemented the earlier meetings in Chile, India and Nicaragua. The validation process is still ongoing and another workshop is planned in Indonesia in September 2002. The regional strategies are dynamic and living documents and are supposed to be revised according to major challenges in IFAD’s environment in the regions. Most of IFAD operations in the field already respond to the strategic objectives but enhancing impact must be a continuous effort.



18. Since April 2002 there is a new senior Management team in place, supported by a clearer organizational structure (see Annex). IFAD is also in the process of implementing a management cultural-change programme that focuses on management, leadership and teamwork.

19. Another essential element for the implementation of the SF 2002-2006 is the Strategic Change Programme (SCP). The SCP reviewed the business processes approved by the Executive Board in December 2000 and presented a workplan and budget for 2002 to the senior Management. The results of the review emphasized the need to strengthen IFAD's management and strategic-planning capacities, and to modernize the way the Fund works in the areas of finance, human resources and administrative services with investments in upgraded information systems. Cap Gemini Ernst & Young has been selected as the implementation partner. At present the SCP is elaborating the detailed design of the processes as part of the business blueprint phase that will be concluded by November 2002.

### **Lessons Learned**

20. The divisions report various lessons learned. The first set is oriented towards IFAD's operations in the field, and the second set relates to the process of project development in IFAD.

21. Concerning impact, divisions mention that impact monitoring and reporting needs to be strengthened. Given the diversity and marginalization of certain areas and IFAD target groups, there is a need to ensure a holistic and decentralized approach to rural development, programme development and implementation. This requires more intensive design and implementation support, as well as the inclusion of activities to improve access to social services.

22. The divisions report that they are facing human and financial resource constraints in responding to the various perspectives and objectives of the SF 2002-2006; hence the need for prioritization, including appropriate phasing of the work programme to take into account available resources. The objectives of empowerment, sustainability, and policy analysis and dialogue require direct and frequent interaction on the part of country portfolio managers (CPMs) and other IFAD staff during project implementation, and thereby compete for the human and financial resources available for project development. It is noted that an increased reliance on supplementary funds and particularly on consultants has opportunity costs in terms of losing the possibility of internalizing learning. Cross-divisional and cross-departmental learning has also been mentioned as an important issue to improve the Fund's capacity to respond to multiple challenges and issues. Some support divisions note that an earlier and greater involvement in the design of projects could improve project implementation. The Fund is responding to these issues with a set of measures, such as the SCP, the new organizational structure, the management cultural change programme and the new strategic planning and budget process, that will facilitate prioritization in relevant strategic areas.

23. The "External Review of the Results and Impact of IFAD Operations" (document REPL.VI/3/R.2) confirms the Fund's relevance in fighting poverty and its direct and indirect contributions to achieving the MDGs. IFAD appreciates the main conclusions of the report, which identify opportunities and challenges to improve the Fund's performance and to achieve the maximum impact on rural poverty. Scaling up and more systematically promoting replicable innovations; striking the right balance between innovations and broad-coverage service delivery through tested mechanisms; ensuring knowledge management and increased involvement in policy dialogue at national and international levels; strengthening the Fund's ability to forge partnerships with other stakeholders – all these aspects will need more attention in the mid-term planning framework. The strategic planning and resource-allocation process emphasizes an increased attention to policy dialogue, partnership and impact. In particular, learning from the Fund's operational experiences in supporting poverty-reduction programmes has scope to improve the impact of the operations even further. Issues relating to field presence are explored in a separate document being presented to the Consultation on the Sixth Replenishment of IFAD's Resources.





## Changes in the Environment

24. IFAD is operating in a challenging environment. To identify challenges early and to respond in an adequate and timely manner, it must carefully observe its environment. The Fund is widely recognized as a specialist in rural development within the development community. It has earned a reputation for developing and supporting innovative projects and approaches. Moreover, it has a good record with non-governmental organizations (NGOs) and civil-society organizations and enjoys the trust of many donor organizations. However, the Fund needs to improve its capacity to communicate its experiences and knowledge to the outside world.

25. At the global level, the most significant event that might have an impact on IFAD's strategic orientation was the adoption of the Monterrey Consensus at the conclusion of the International Conference on Financing for Development held in Monterrey, Mexico, in March 2002. The conference is considered a turning point, reversing the decade-long downward trend of official development assistance (ODA) and improving the overall attitude towards development assistance. However, bridging the gap (approximately USD 50 billion) in the resources required to meet the MDGs and maintaining the commitment of the donors at Monterrey remain major challenges for all multilateral and bilateral donor organizations. IFAD, together with its partners in developed countries, has an obligation to redouble its efforts to mobilize the resources for rural development needed to fill the resource gap.

26. From an IFAD perspective, the success of Monterrey will be evaluated against the flow of ODA. Particularly, the share of ODA directed towards rural development and agriculture is critical for making progress in poverty reduction. Related to this is the issue of effectiveness. Organizations such as IFAD will need to demonstrate that resources are used in an efficient and effective manner and that rural development is crucial for achieving the MDGs.

27. IFAD is building capacity within countries to participate on better terms in local, regional and national markets. The Fund is particularly concerned about the access of smallholders to markets at the local and national level, which are often already linked to global markets. The Monterrey Consensus recognizes international trade as an engine for development. It is hoped that the World Trade Organization Doha Round of international trade negotiations (January 2002-January 2005) will increasingly become a development round and address the marginalization of the least-developed countries in international trade.

28. At the regional level, IFAD's operations are affected by regional conflicts, political turmoil, natural disasters and climatic shocks.

29. At the national level, the Fund is involved in the Poverty Reduction Strategy Paper (PRSP) process in many of its Member States. IFAD recognizes that translating these poverty-reduction strategies into action is a serious challenge.



### III. STRATEGIC PRIORITIES FOR 2003

#### A. Regional Programmes

##### Western and Central Africa (Africa I Division)

30. The Division plans to submit five to six projects to the Executive Board in 2003 (in Burkina Faso, Cameroon, Chad, Guinea-Bissau, Nigeria and Sierra Leone) for a total of USD 76.5 million. Given the inherent uncertainty in the region, projects for The Congo and the Democratic Republic of The Congo are included as reserves. For 2004, the Division intends to develop projects in Benin, Côte d'Ivoire, Gabon, Gambia, Guinea and Mauritania.

31. Several cofinancing activities already exist and others will be developed in the course of the design of projects for 2003 Executive Board submissions. IFAD intends to cofinance a World Bank-led national rural microfinance programme in Nigeria. Discussions are also underway for other donors to cofinance a number of IFAD-initiated designs. Potential cofinanciers include: the German bank *Kreditanstalt für Wiederaufbau* in Burkina Faso; the Government of Portugal and the African Development Bank in Guinea-Bissau; and the African Development Bank and possibly the World Bank in Sierra Leone.

32. **Impact.** The Division will continue a practice initiated in 2002 of ensuring that CPMs participate in at least half the supervision missions where annual workplans and budgets are developed. This will ensure that IFAD is present when the most important decisions are being made by project staff and cooperating institutions. A training programme for project staff will be launched, building on input from several sources – the Agricultural Management Training Programme for Africa (AMTA); draft training modules prepared by the *Société d'Assurance Technique et de Coopération*, a French consultancy firm; and OE's practical M&E manual.

33. FIDAFRIQUE II, the second phase of the network of IFAD-sponsored projects in western and central Africa, will be an important link between regional project staff and other regional stakeholders in 2003. A major focus of the 2003 technical assistance grant (TAG) programme will be designing and implementing the 'second generation' of IFAD-initiated agricultural research TAGs with centres of the Consultative Group on International Agricultural Research (CGIAR). Major focuses will include: strengthening links with loan projects; boosting socio-economic capabilities; introducing a competitive grants system among national partners to ensure greater rigour and responsiveness to farmer priorities; and promoting exchange among grants on best practices. The Division's gender-mainstreaming grant (supported with Italian and Norwegian supplementary funds) will ensure a greater gender focus in ongoing and new projects. A project development and implementation plan for the new Niger project will be initiated to follow up the issue of harnessing innovation in the project context. Following the first cycle, flexible lending mechanism (FLM) triggers will be assessed. Based on lessons learned from that exercise, the Division will systematically review the appropriateness of triggers in its remaining four FLMs and devise a plan for modifying them, as appropriate. Within the context of a regional agricultural research grant for cow-pea development, the Division will support the development of tools for monitoring the impact of training in integrated pest management promoted through farmer field schools.

34. **Policy dialogue and harnessing partnership.** The Division views the preparation of country strategic opportunities papers (COSOPs) as a key vehicle for policy dialogue and deepening in-country partnerships. Subject to ongoing dialogue with governments, it plans to complete from three to five COSOPs in 2003. Countries being considered are: Benin, Burkina Faso, Cameroon, Equatorial Guinea, Gabon and Togo. The Division will actively support implementation of from two to four PRSP national programmes. It will continue pushing for adequate incorporation of rural



development and agriculture in PRSPs by maintaining active dialogue with governments and partners, providing support in the form of consultant contributions and IFAD comments to early drafts. In addition, the Division will support direct involvement and participation of producer organizations, farmer groups and representatives of rural civil-society interest groups in the PRSP formulation process. In the countries where PRSP is being developed, it will ensure alignment for the preparation and/or update of the COSOP.

35. Conducted in partnership with government, civil society and like-minded donors, policy dialogue will involve the development of appropriate legal and regulatory frameworks for microfinance in Benin and Cameroon; concrete measures to increase the pro-poor nature of decentralization in Ghana, Guinea and Senegal; and appropriate institutional frameworks for more effective delivery of rural services in Cameroon and Nigeria. Support to the West Africa regional network of producers' groups (the *Réseau des Organisations Paysannes et des Producteurs* - ROPPA) will serve to strengthen policy and advocacy capacity of this important stakeholder group. The multi-donor regional hub in Abidjan, Côte d'Ivoire, will also be an important means to facilitate policy analysis and dialogue. Collaboration with the New Partnership for Africa's Development (NEPAD) Secretariat will be deepened, as will the participation of farmer associations and civil-society organizations in the NEPAD process. The two Africa divisions and the Near East and North Africa Division will provide technical and advisory assistance to the NEPAD Secretariat to further refine the rural poverty focus of the NEPAD business plan. Also, through grants to farmer associations and to two regional organizations – the West African Economic and Monetary Union and the Permanent Interstate Committee for Drought Control in the Sahel – the Division will seek to strengthen the capacity of regional stakeholders to influence NEPAD decision-making.

36. In partnership with the External Affairs Department, a media-supported advocacy programme will be established targeting major donor and regional/national decision-makers to boost the catalytic role of IFAD in communicating the importance of agricultural and rural development for effective poverty reduction. In this context, a number of 25<sup>th</sup> Anniversary-related activities are proposed.<sup>1</sup> These include: a series of media reportage (television, radio, newspapers and publications) covering success stories from projects in the region; organization of a regional meeting of a small group of high-level decision-makers in order to build a regional coalition to fight rural poverty; and in each country with an active IFAD portfolio, organization of a 'rural poverty day' by IFAD field projects with the participation of all stakeholders present there and the government concerned at the highest level.

37. Partnerships are central to all the Division's operations, and numerous initiatives from previous years will continue (annual consultation with major multilateral and bilateral partners, pursuit of cofinancing, promotion of subregional collaboration through agricultural research TAGs and implementation of the Abidjan hub). Post-conflict assistance will be provided through coordinated common donor frameworks. All policy dialogue will be carried out in collaboration with other donors and the fullest civil-society participation possible.

### **Eastern and Southern Africa Division (Africa II Division)**

38. The Division will present from five to six projects (in Angola, Kenya, Madagascar, Mozambique, Rwanda and the United Republic of Tanzania) to the Executive Board in 2003 for an aggregate sum of USD 75.0 million. In 2003, the priority objective will not be to increase the size of the lending programme, but to improve its quality in terms of direct impact and in terms of a

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<sup>1</sup> The 25<sup>th</sup> Anniversary will start on 19 February 2003 (the Anniversary Session of the Governing Council) and the overall theme will be *Enabling the rural poor to overcome their poverty*. The events during the Governing Council will be followed by thematic activities in the regions. The Twenty-Seventh Session of the Governing Council will mark the end of the Anniversary. An information note has been prepared and will be presented to the Seventy-Sixth Session of the Executive Board.



significantly upgraded basis for generating catalytic effects. At the same time, foundations will be laid for expanding the project-development pipeline – which should contribute decisively to the medium-term process of privileging impact over project commitment/approval.

39. Cofinancing of new projects will be an objective, with a reference figure of 35-40% of the regional lending programme. Projects will be cofinanced where there is a convergence of interest – sectoral, strategic, methodological – between the Division and a donor agency that can add value to the intervention. Cofinancing thus is pragmatic and strategic. At this point, cofinancing opportunities for 2003 include the pastoral areas programme in Ethiopia (major cofinancing with the World Bank), the South Nyanza project in Kenya (Belgian Survival Fund) and the Mavam project in Madagascar (in partnership with the OPEC Fund).

40. **Impact.** With regard to direct impact, the ongoing lending programme will be the focus of intensive support. Increased inputs will concentrate particularly on: (i) supporting and enhancing the management capacity of programme coordination staff; (ii) ensuring that the management and supervision of ongoing programmes is focused squarely on the achievement and reporting of results; (iii) promoting implementation and impact reporting, supported by national-level institutions; and (iv) promoting and sharing knowledge and experience among project staff.

41. The Division will increase the number and improve the focus of the country portfolio reviews. Reviews (conducted on a joint basis with governments, IFAD, project staff and other local stakeholders) will provide the platform for assessing and guiding country portfolio operations. They will review, *inter alia*, salient issues in implementation and impact performance, the relation between portfolio ‘direction’ and the evolution of poverty, and replicability.

42. The Division’s relationship with the United Nations Office for Project Services (UNOPS) is evolving, and the notion of complementarity between the work of the Fund’s CPMs and that of UNOPS project managers is one that will continue to be pursued during 2003. Ensuring that the regional strategy has been fully understood and internalized by UNOPS will be a starting point for the new relationship. Activities will include training and thematic workshops for project managers in the region, and direct technical support for implementation under the overall direction of CPMs.

43. Projects are becoming increasingly programmatic and increasingly linked to fundamental economic policy and institutional issues. In some cases, this means that UNOPS may not be suited to handle the issues and linkages involved. In two rural finance projects (one in Ethiopia and the other in Uganda), it is proposed that the World Bank be supported as the cooperating institution.

44. Governments and donor groups increasingly demand field presence. Field presence can facilitate pursuing policy issues and addressing implementation issues at the national level. Depending on the result of the ongoing discussion on field presence within the context of the Consultation on the Sixth Replenishment of IFAD’s Resources, it is proposed that three key portfolio countries receive field-presence assistance in the form of nationals attached either to a multilateral office or to a national ministry. There is also room for expansion of support (staff travel) to all regional strategy and SF 2002-2006 objectives by expanding the CPM’s country visits – particularly in the light of increased emphasis on implementation, which is an in-field activity.

45. **Policy dialogue and harnessing partnership.** Policy advocacy and dialogue is not only an area of increased importance to the region; it is also one in which governments of the region – all of which are engaged in processes of policy reform – are ever more interested in engaging. This activity will therefore become an increasingly important, an integral, element of the work at the regional level.

46. Advocacy and dialogue will be pursued at two levels. Policy reform will first be pursued through the systematic integration of policy dialogue into the country-level operations, and then at all stages in the project cycle. However, such dialogue will – and must – remain selective, focusing on



issues emerging through the programme development and implementation process (which themselves will focus on priority structural problems), and taken up as and when there is sufficient basis and space to do so. That dialogue will be pursued directly, with governments, and indirectly, through the provision of support to civil-society partners.

47. The PRSPs – and more broadly, the operationalization of poverty-reduction strategies that respond to the constraints and opportunities of the rural poor – will be a particular area of focus during 2003. The groundwork for this is already being laid through detailed analyses of all PRSPs in the region – with an eye to identifying priority countries and areas for follow-up in 2003.

48. In 2003, the Division will raise the level of its input on poverty reduction and rural development in international, regional and national fora (which will accommodate linkage with 25<sup>th</sup> Anniversary activities), both as a vehicle for learning more about the key issues in the region and as a means to influence key policy-makers at national, regional and international levels. Supplementary funds will be sought for providing assistance to the NEPAD Secretariat for developing the NEPAD dialogue on rural development and poverty reduction.

49. In 2003, increased emphasis will be placed on knowledge generation: reporting and analysing experiences and sharing these at the programme/project level. To develop synergies within and beyond the regional portfolio and to provide concrete options for the development of national policies and programmes, this will be done within the Division, across IFAD and with key partners. As part of the capacity-strengthening process, increased attention will be paid to enabling project coordinators working in similar thematic areas or on similar issues to learn from each other. Exchange visits and subregional workshops will represent important elements of such an approach. Within the Division, improved understanding must also be a crucial input into the policy dialogue process. Knowledge-sharing – in the form of greater cross-fertilization – will be pursued through the establishment of thematic-based fora, the strengthening of divisional representation in project development teams and the selective use of TAGs as a means to gain cross-country experience. And at the institutional level, the Division will actively support, and in some cases lead, knowledge-networking in selected thematic areas; while close working relations with the new Policy Division of the External Affairs Department will be pursued as a means to ensure that the concrete realities from the field are fed into the corporate-level policy-dialogue process.

### **Asia and the Pacific Division**

50. The Asia and the Pacific Division will submit six new investment projects to the Executive Board in 2003 (in Bangladesh, Cambodia, India, Pakistan, The Philippines and Sri Lanka) for a total lending of approximately USD 130 million.

51. Cofinancing is expected in the Second Livestock Development Project in Bangladesh with the Asian Development Bank (AsDB); in the Prey Veng and Svay Rieng Development Project in Cambodia with the United Nations Development Programme (UNDP); in the Livelihood Improvement Project for the Himalayas Region in India with the World Food Programme, the United Nations Development Fund for Women and the International Development Research Centre (IDRC); in the Azad Jammu Kashmir Project in Pakistan with the Food and Agriculture Organization of the United Nations (FAO); in the Rural Microenterprise Development Project – Phase II in The Philippines with AsDB and UNDP; and in Sri Lanka with UNDP and FAO.

52. **Impact.** A basis for strengthening IFAD's catalytic role in the region is the improvement of the quality of the regional portfolio with sharper focus on policy issues and impact achievement. This will be achieved through strengthened design and implementation of projects and programmes. A stronger field presence of IFAD will be supported through an increased role of CPMs in country-level workshops and conferences, as well as through the active involvement of local resource persons.



53. The management capacity of IFAD projects will be improved through the refinement of participatory impact-monitoring methods, customization of a new system for M&E and impact assessment, and capacity-building. Sharing of knowledge and experiences among various stakeholders will be promoted through the IFAD-funded initiative, Electronic Networking for Rural Asia/Pacific; subregional portfolio-review workshops and exchange visits; improved in-house collaboration and teamwork; and thematic studies. TAGs in this context are, for instance, proposed for a study of land reform in Bhutan, Nepal and Pakistan; capacity-building in impact-assessment systems; sustainable commercialization of medicinal and aromatic plants in Asia (IDRC); or poverty reduction through sustainable forest management (the Center for International Forestry Research).

54. **Policy dialogue and harnessing partnership.** The process for strengthening the catalytic role of IFAD starts with a strong lending programme and TAG support. Real impact requires stronger field presence and more time to be dedicated to each country. This can be achieved by reducing the number of countries per CPM. Innovative projects and programmes will be needed to ensure the Fund's catalytic role in policy dialogue, replication and scaling up of success stories, and partnerships with governments and donors. The combination of project loans with TAG components will be a major tool, which the Division plans to use in 2003 in China, India and Sri Lanka.

55. As part of 25<sup>th</sup> Anniversary activities, the Division will organize an international workshop on gender mainstreaming in the Asia region. This activity will be complemented by participation in national, regional and international fora especially through Anniversary-related initiatives. Preparation of relevant publications will facilitate the process of enhancing IFAD's credibility as an advocate for rural development in the region. Partnership with interested donors will help the Division to strengthen IFAD's role in the Pacific Islands. Various TAGs are proposed to enhance IFAD's catalytic role, for example an Africa-Asia exchange on the roles of civil society, and a programme for capacity/institution-building in support of dryland management in Kazakhstan. Active involvement in PRSP processes is planned in Cambodia through support to a poverty mapping and in Mongolia and Viet Nam through follow-ups of PRSP implementation.

### **Latin America and the Caribbean Division**

56. Four projects are planned for 2003 (Brazil, Colombia, Mexico and Nicaragua) for total lending of USD 70 million. The proposed lending programme highlights certain elements for strengthening IFAD's operations in order to implement effectively and efficiently IFAD's corporate and regional thrusts. These include: (i) drawing-up programmes/projects within the framework of a regional strategy at the country level; (ii) placing a major emphasis on preparation, follow-up and impact assessment of lending and non-lending activities; (iii) mobilizing resources for innovative poverty-reduction initiatives; and (iv) greater interactions within the region and with other regions in order to develop new instruments for poverty reduction.

57. **Impact.** Improving the well-being of the rural population calls for the strengthening of local institutions, both private and public, so as to give the rural poor a greater voice in decisions affecting them. Although substantial institutional capacity exists in many rural areas, greater focus and support in building an explicit link with IFAD's operations is necessary; efforts to improve incomes should focus both on increasing agricultural production and productivity and on promotion of non-agricultural activities in order to develop the sector's competitiveness. This is essential to take advantage of new market opportunities in the context of globalization. The development of small towns and medium-sized cities, together with the promotion of economic corridors, creates an environment conducive to the reduction of poverty by stimulating the demand for goods and services on local markets and by creating job opportunities. Significant improvements could be achieved in IFAD operations through: (i) partnerships; (ii) the development of new products; and (iii) the promotion of learning activities across regions. As a result of a greater interaction within and across



regions, and greater attention to policy dialogue, the Division expects to contribute to the reduction of poverty in the region and to enhance (and benefit from) the work in other regions of the world.

58. The Division intends to strengthen staff capacity in order to carry out the proposed activities and to reinforce existing working alliances such as the Interagency Group on Rural Development, which comprises the Economic Commission for Latin America and the Caribbean, FAO, the German Agency for Technical Cooperation, IFAD, the Inter-American Development Bank, the Inter-American Institute for Cooperation on Agriculture, the World Bank and the United States Agency for International Development. Technical studies, defined by the Division, will be conducted in strategic areas of knowledge management, such as decentralization of public-sector organizations, rural financial services, market access and indigenous people, in order to define future instruments and activities more effectively.

59. TAGs play a critical role in IFAD's strategy in the Division. They support projects, promote synergies and facilitate links with civil society. The Corporation for Regional Rural Development Training (PROCASUR II) will promote new ways of training and knowledge management in the region in support of the IFAD lending portfolio. The TAG on agricultural research will promote equitable access to new technologies and income-generating activities for small farmers in Argentina, Brazil and Paraguay.

60. **Policy dialogue and harnessing partnership.** The Division plans to enhance IFAD's visibility through communication of the proposed initiatives at the national and regional level with the aim of increasing government interest in rural poverty issues. In addition, the Division will strengthen staff capacity for policy analysis and dialogue so as to be focused on few countries in strategic areas. These efforts will be supported through TAGs and supplementary funds.

61. The Regional Programme in Support of Indigenous Peoples of the Amazon Basin – Phase III will give priority to strengthening the capacity of indigenous populations in the Amazon and their organizations, promoting the sustainable management of natural resources in the tropical forest, and supporting indigenous peoples in local, national and international policy dialogues. The second phase of the support programme for the Southern Cone Common Market (MERCOSUR) area will aim to enhance IFAD's catalytic impact with particular emphasis on the design of innovative policies to reduce rural poverty, taking advantage of the new opportunities created by the ongoing process of globalization and regional integration. The Division plans, for example, to organize fora for interaction between projects in Brazil and Portuguese-speaking Africa, starting with Angola, financed through supplementary funds; or fora for the exchange of experiences between Brazil and India, and two events (one in Brazil and one in India) financed through the programme development financing facility (PDFF).

### **Near East and North Africa Division**

62. The Division plans to submit five loans in 2003 (for Algeria, Egypt, Morocco, The Sudan and Turkey) for an aggregate sum of USD 63 million, with two loans cofinanced. The Division's loan portfolio focuses on the priority strategic objectives of accessing and sustainably managing natural resources (land, water and rangelands). In parallel to this, the objectives of empowerment of the poor, institution-building and the provision of rural financial services are built into the projects. One project for the Republic of Moldova will be developed as a 2003 reserve project.

63. The TAG programme includes four regional TAGs complementing the lending programme and addressing the following priorities: (i) an enabling policy environment for empowering the rural poor in the Near East and North Africa (NENA) region; (ii) efficient on-farm water use; (iii) development of market linkages for the poor; and (iv) electronic networking among IFAD projects.



64. **Impact.** Of the 50 ongoing projects in 2002: (i) 14 projects will be followed closely on a priority basis through the provision of additional resources for enhanced backstopping for better performance and impact; (ii) five will benefit from NGO Extended Cooperation Programme grants for innovative pilot activities; and (iii) the ongoing NENA gender mainstreaming programme will be complemented by a similar programme in countries in Central and Eastern Europe and in the Newly Independent States. The North Africa Management Training in Agriculture Programme will be launched and become operational in Algeria, Morocco and Tunisia through workshops for project managers. Two subregional implementation workshops will be held, aimed at impact assessment, sharing of experience and capacity-building.

65. **Policy dialogue and harnessing partnership.** Policy dialogue will involve support for implementation of decentralization, participation and rural finance in Albania, Morocco, the Republic of Moldova, Romania, Syria, Tunisia and Yemen. The Division will provide active support of PRSP implementation in Armenia and the Republic of Moldova, and other countries where opportunities arise.

66. A campaign to promote gender mainstreaming and women as agents of change in NENA will consist of a roundtable discussion, an exhibition, and awards to the community that is the most successful in advocating for women's rights (to be announced during the Anniversary Session of the Governing Council). The Division also plans to produce a documentary on "Voices of the Rural Poor" in Albania, Georgia and the Republic of Moldova for presentation at the Anniversary Session. IFAD's 25<sup>th</sup> Anniversary provides the Division with an opportunity to enhance advocacy efforts for rural development in the region. Regional workshops on devolution of water-management responsibilities to end users will complement the advocacy programme.

## **B. Policy and Advocacy Programme**

67. Donors are increasingly demanding that IFAD engage more in policy dialogue on the basis of its insights in and knowledge of rural development. During the normal course of work, field activities should complement partners and tap into in-house and external synergies. Policy analysis, dialogue and advocacy activities within IFAD have many dimensions.

68. A process has been initiated to elaborate the scope, objectives and modalities of defining IFAD's policy function. There are policy functions related to operations, and policy functions that need to be undertaken in a broader context. IFAD already has a set of project-related operational instruments. These include: (i) workshops or COSOPs for providing fora for dialogue with stakeholders; (ii) the involvement in the PRSP process to build consensus around rural development issues; and (iii) policy dialogue during the project development process to provide opportunities to shape policies. The Fund will build on existing networks (both within IFAD and outside) and create new networks, where needed, to foster synergies. For the policy function in a broader context, the Fund has established a Policy Division within the External Affairs Department, which needs to be shaped in 2002. A task force chaired by the Vice-President has been set up to define IFAD's policy function as an inclusive process throughout the house.

69. The advocacy programme in 2003 will mainly be organized around the 25<sup>th</sup> Anniversary, which provides IFAD not only with an opportunity for reflection on the Fund's achievements over the last 25 years, but also a period of looking to the future and the challenge of poverty reduction in the context of the MDGs. It is an excellent opportunity to build on the experiences gained in connection with the *Rural Poverty Report 2001* and the consultations held during the preparation of the regional strategies, and to advocate forcefully for rural development and issues of the rural poor.

70. The primary audience of 25<sup>th</sup> Anniversary activities will be the Member States of IFAD, and their objective will be to create awareness of the Fund's achievements and the need for IFAD to join hands with partners to play a catalytic role for the reduction of poverty. IFAD will strengthen its





partnerships with NGOs, multilateral donors, international financial institutions, the private sector, bilateral donors, civil society and others.

### **C. Resource Mobilization Programme**

71. In 2003, the core resources of the Fund from the Fifth Replenishment, the reflows from the outstanding loan portfolio and income from the Fund's investment portfolio are expected to provide the basis for commitment for the year's programme of operations. Any temporary shortfalls in these resource inflows could be covered through recourse to the advance commitment authority facility designed for this purpose.

72. IFAD will continue to seek additional resources from donors to finance IFAD's share of the Debt Initiative for Heavily Indebted Poor Countries. The Fund seeks to mobilize external resources to cover a large part of IFAD's Debt Initiative obligations. To the extent that additional resources are not raised in 2003, the Fund will have to finance participation in the Initiative from internal resources.

73. Operational divisions increasingly request supplementary resources to finance their activities and to support project development. Country programme implementation will be supported through the stabilization of the stock of consultant supplementary funds. The Fund also plans to mobilize additional resources through thematic supplementary funds, e.g. thematic funds for microfinance/rural financial services, IFAD capacity-building for management by objectives, HIV/AIDS and the PRSP programme. It is planned that the 25<sup>th</sup> Anniversary programme will be partly financed through supplementary fund resources.

74. IFAD intends to improve its capacity to manage partnerships through more intensive communication and consultation with donors and through more efficient management and administration of trust funds.

75. Innovation is a key feature of the Fund. For supporting planned activities in 2003 and beyond, the Fund intends to establish a trust fund for pilot innovations. An innovative approach to resource mobilization is the information and communication technology (ICT) programme. It is a framework for attracting corporate sponsorship for the ICT requirements of IFAD headquarters, in-country project management units and regional network.

### **D. Corporate Services**

76. In the past, IFAD did not report specifically on the priorities of the corporate service units. However, the new process, which considers strategy articulation and implementation explicitly as a corporate task, also highlights the importance of services to the operational units for achieving better impact. IFAD can only operate efficiently and effectively if field operations are supported in dealing with administrative necessities. Services to the operational units are provided in various forms and by various organizational units.

77. The Office of Internal Audit will place increased emphasis on the processes that directly support the operational outcomes of the Fund. The unit will also be actively involved in the SCP, providing input in the design of processes based on audit work completed to date but also providing independent oversight feedback on the implementation of the SCP to the programme management unit and to senior Management. Improving the efficiency of support services will remain a strategic objective of the unit.

78. OE, which is another oversight unit akin to the Office of Internal Audit, has identified the following five priority areas for 2003: (i) assessing, communicating and learning from IFAD's impact (e.g. implementation of the new impact methodology and establishment of impact-oriented M&E systems at the project level); (ii) contributing to IFAD's catalytic role (e.g. promoting innovative ideas and promoting policy dialogue and advocacy, including in connection with



IFAD's 25<sup>th</sup> Anniversary); (iii) contributing to IFAD's organizational development; (iv) enhancing relationships with IFAD's governing bodies on evaluation; and (v) developing and optimizing the use of human resources.

79. The Office of the General Counsel, beside assisting the Programme Management Department in the implementation of the loan and grant programme, plans to have each lawyer follow one loan through all stages of the project cycle in the belief that earlier and fuller involvement of the Office can improve implementation of IFAD's loan portfolio.

80. The Loans and Grants Unit of the Office of the Controller intends to support the regional divisions in strengthening capacity of project staff to deal with financial issues. Other services, not mentioned here in detail, such as Administrative Services will also prioritize efficiently and effectively to ensure that daily work processes are running smoothly without major interruptions.

81. In 2003, many of these services will be subject to the SCP. The programme will support the Office of the Controller in implementing a fully integrated financial IT system to increase efficiency and accuracy. This will be achieved mainly by streamlining workflows and simplifying guidelines and procedures. Reporting and analysis will help to increase transparency and deliver quality information to other divisions and external stakeholders. The SCP will also investigate options to develop the loans and grant system into a web-based system to be able to communicate financial management data of loans and grants through the Intranet and Internet. A presentation on the SCP to the Executive Board is planned at a future date.

82. The Management Information Systems (FM) has developed in 2002 an IT strategy that defines the key elements of a strategic three-year plan for putting in place IT solutions that facilitate and support the operationalization of IFAD's business strategy as formulated in the SF 2002-2006. The main objective of IFAD's IT strategy is the provision of IT solutions that address organizational problems and opportunities such as efficiency, participation, collaboration and development. Another important objective is ensuring that IT solutions are implemented in a cost-effective manner. The efforts of FM will be fully aligned with the SCP in order to maximize the potential of the implementation of PeopleSoft accounting software for the institution as a whole.

83. The Fund's most valuable asset is the high quality of its staff. IFAD is asked increasingly to do more on policy analysis and dialogue, partnership-building and knowledge management, as also outlined in the 2003 programme of work. To provide further high-quality services to its clients, the rural poor, and to stakeholders, IFAD will review its staff resources, including in the context of the SCP, with a view to ensuring that these are closely aligned with the attainment of its strategic objectives.

84. As mentioned above, IFAD's human resource policies and procedures are being revised. In 2003, IFAD will address the areas in need of strengthening and prepare its staff for the projected opportunities and challenges that lie ahead. The Fund will seek better ways to: (i) attract and retain a qualified workforce with IFAD's strategic objectives in mind; (ii) streamline internal business processes to use staff time more effectively and efficiently; (iii) enhance communication between the Office of Human Resources and its clients; and (iv) conduct an ongoing review of human resources policies. In the development and nurturing of a strategic culture change inside the organization, IFAD will ensure that training is provided to optimize the staff profile supporting SF 2002-2006, and further reinforce gender and cultural sensitivity among its staff. All units have been asked to ensure that equal opportunities are created for women and that the necessary steps are taken to achieve the full integration of a gender dimension in IFAD.

#### IV. THE CORPORATE PROGRAMME OF WORK

85. IFAD plans to submit a programme of work for 2003 of USD 435.5 million, including the grant programme, compared with a programme of work of USD 450.0 million in 2002. This represents a decline of about 3% over 2002 levels. The 2003 lending programme is projected at about USD 414.5 million for 25-27 projects (27 in 2002). However, the programme of work for 2003 is conditioned on the overall availability of resources and might require use of the advance commitment authority.

86. The recommended regional allocations for 2003 are shown in the following table. The grant programme is projected at approximately USD 21 million, derived as net of resources allocated to the PDFF within the ceiling of 7.5% of the annual effective lending programme. This will be subject to review, pending proposals expected to be made to the Executive Board in the forthcoming TAG policy paper (see following paragraph).

**Recommended Regional Allocations for 2003\***

	West and Central Africa	East and Southern Africa	Asia and Pacific	Latin America and the Caribbean	Near East and North Africa	Total
USD (million)	76.5	75.0	130.0	70.0	63.0	414.5
Percentage	18.5 %	18.1 %	31.4 %	16.9 %	15.2 %	100 %

\* The figures and regional shares provided in the table are tentative and will be adjusted in the budgeting phase according to resource availability.

87. IFAD considers grant resources an important element in the achievement of SF 2002-2006 objectives, and grant resources need to be allocated accordingly. To this end, and in view of previous discussions with the Executive Board on IFAD's grant programme, an internal task force has recently been established, under the chairmanship of the Vice-President, to develop a TAG policy that takes into account the strategic priorities and corporate programme of work. It is expected that a TAG policy paper will be presented to the Executive Board in April 2003, although the presentation of the programme of work and budget document to the Seventy-Seventh Session of the Executive Board in December 2002 will reflect some of the emerging trends and alignment.

#### V. RESOURCE IMPLICATIONS OF THE PROGRAMME OF WORK

88. For 2003 the norm of a zero-real-growth budget will apply to the organization as a whole. Management intends to allocate resources in the budgeting phase, both within and among planning units, according to strategic priorities. The planning units have submitted unit work programmes with comprehensive resource-allocation scenarios. These scenarios show how the units intend to use all resources available – human and financial – in relation to the SF 2002-2006. However, the actual allocation of resources will take place in the budgeting phase, starting in September after the Executive Board.

#### VI. ORGANIZATIONAL ISSUES

89. Field presence has been identified as the key to enhancing implementation support and impact. However, a decision on field presence must be based (i) on further analysis; and (ii) on guidance from IFAD's governing bodies. Depending on what is finally decided, there could be both cost implications and issues related to the choice of countries. Without proper criteria for the allocation of scarce resources, results will be less than optimal. The Third Session of the Consultation on the Sixth Replenishment of IFAD's Resources considered the issue of field presence, and it was decided that IFAD would present a paper on the issue with various options to the next meeting of the Consultation



in October 2002. However, field presence is a longer-term issue, and the Fund might be able to mobilize supplementary funds, which can be used with a certain degree of flexibility.

90. A large part of IFAD's project portfolio is being supervised through cooperating institutions. To respond to the objectives of SF 2002-2006 and the requirements of IFAD's governing bodies, cooperating institutions have been informed that the Fund is trying to ensure more systematic monitoring of and reporting on the impact of IFAD-assisted projects. This will entail guiding the M&E units of each project to adjust data collection and the monitoring system accordingly. Similarly, this will have implications on the structure of periodic progress reports and, in turn, pose different and additional demands on supervision work and the content of supervision reports.

91. Increasingly, some of the most experienced cooperating institutions are having difficulties in accommodating IFAD's requirements within the current cost arrangements, thus preventing IFAD from enlarging strategic partnerships. These issues will be taken into account in management's reallocation of resources under an IFAD-wide zero-real-growth scenario.

92. The previous sections have identified some of the human and financial constraints experienced by some organizational units, and the measures underway to deal with these problems. It is also planned to examine these issues further, in depth, with a view to facilitating the implementation of the strategic priorities of the Fund

93. IFAD's 25<sup>th</sup> Anniversary, as mentioned earlier, will be an important landmark to raise awareness about the multiple dimensions of rural poverty. It will also offer an opportunity to discuss challenges, constraints and the Fund's mandate and accomplishments in the development arena. This will entail national, regional, international workshops and meetings. While efforts will be made to mobilize supplementary funds for some of these events, some provisions will have to be made through IFAD's regular budget.

94. The new planning and budget process is based on activities, which is not necessarily in alignment with the recent budget categories. IFAD intends to present a new administrative budget format in the programme of work and budget document in December 2002. The new categories will be organized according to the contribution to IFAD's strategic objectives rather than following the former categories. For the sake of transparency in comparison, the Fund will provide data for three categories per division.

## VII. CONCLUSION

95. Resource allocation according to strategic priorities is a challenge to all organizations – private and public – all over the world. The new strategic planning and resource allocation process is one step towards developing the Fund further into a strategy-driven organization.

96. IFAD has approached this area because it is convinced that strategy can only be implemented successfully if resources are provided to activities that contribute to the achievement of objectives. Moreover, it recognizes that the zero-real-growth scenarios applied to all planning units in the past have not produced the expected results in terms of transparency, and the efficient and effective use of resources. IFAD established a group to review the strategic management and budget process and to design a new process. The process is based on the following principles: simplicity, arbitration, responsiveness, transparency and enhanced accountability.

97. The strategic planning and resource allocation is at the heart of a process where resources are allocated based on strategic priorities as derived from the SF 2002-2006. Therefore, this document is both a vehicle for responding to the needs of the rural poor and an instrument for balancing inflows and outflows (resources from replenishment, investment income, loan repayments, supplementary funds versus the administrative budget and the lending and grant programme).



98. The strategic planning and resource allocation process now has two distinct phases. A planning phase from January to July and a budgeting phase starting in September and ending the following year with Governing Council approval. Each phase includes a number of steps that are adding value at every stage of the process. The new process is based on a comprehensive view of resources. The planning process requires that units specify in a detailed unit work programme how they are intending to use human resources (regular and temporary staff, and consultants) and financial resources (administrative budget, PDFF, supplementary funds and grants). Another new element of the process is that it starts with assessments of resource use, resource availability and the external environment, and it also includes a performance report. A strategic forum and an arbitration forum during the planning phase allow senior Management and staff to exchange ideas about the strategic priorities and to shape the planning document. This paper is the result of the first phase of the process, which started in April 2002.

99. This paper is also the result of a more streamlined planning and budget process, which has involved staff across the organization at various stages, and is based on detailed unit work programmes, each of which contained a section on the unit's mid-term planning framework, the objectives and priorities for 2003, activities and cost estimates, performance indicators, flexibility issues, human resource aspects and recommendations for change. This 'new' process is intended to align the unit work programmes closely to the SF 2002-2006 and to ensure that strategy implementation is indeed a corporate task.

100. This year's process has been a challenge for the planning units and managers within the organization. The planning process has been substantially shorter than proposed for the new process. For example, the preparation of the unit work programmes and the analysis had to be done within a period of one month. This time constraint affected the unit work programmes and the analysis to a certain extent.

101. Despite the difficulties, Management has been pleased with the quality of the unit work programmes under the two scenarios, pending the work that now must be done to define priorities within the various planning units. The submissions have been of a wide variety in style, which is apparently unavoidable for a new process. An important element that has driven the process so far is teamwork. Staff members from various units and divisions have supported each other and worked together to bring the process alive.

102. The next phase will start immediately after the Seventy-Sixth Session of the Executive Board in September 2002 has reviewed this document. On the basis of its feedback, the Fund will start the budgeting process, which will result in the programme of work and budget document, to be presented to Executive Board in December. The December budget document will have an outline identical to the one used in this document but will focus more on Sections III, IV and V – the corporate programme of work and the resources required. The Fund will develop the M&E platform in parallel, to provide Management with a tool to measure performance.

103. An informal seminar on 3 September 2002 will provide an opportunity for Executive Board Directors to gain more insights into the new strategic planning and resource allocation process. The objective of the informal seminar is to present the new process to Executive Board Directors and obtain feedback to improve and finalize the process for next year.





## ORGANIGRAMME

